

# UK GENDER PAY GAP REPORT

2019



Being 7 is who we are, the things that matter to us and what makes us special. It encompasses a career to be proud of, a place for innovation and an environment where everyone can thrive.

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# OUR APPROACH TO DIVERSITY AND INCLUSION

Our people are our greatest asset, the heart of our business and central to everything we do. Supporting all individuals to achieve their full potential is key for Subsea 7's UK business and financial performance.

At Subsea 7, we believe that diversity (including greater female representation) is a driving force for success.

An inclusive and diverse environment fosters creativity and innovation which improves decision making by introducing new ways of thinking. Without it we stand still – with it, great things happen.

## AN EVOLVING STRATEGY

In the UK we have a robust Diversity and Inclusion (D&I) Strategy that embodies our Values and considers the full career life-cycle of our people. It is not set in stone, or a one-size fits all. Rather, it is an evolving and responsive roadmap (created with feedback from our Employee Opinion Survey) that goes beyond gender and will mature with our business.

We may only be at the start of our D&I journey, but we are looking forward to working with our unique, brilliant and talented people to remain successful in the years ahead.

# OUR VALUES



## Safety

Our goal is an incident-free workplace. We work every day, everywhere to make sure all our people are safe.

## Performance



We are driven to achieve the outcomes our clients want. We are trusted to achieve superior performance in every project.



## Integrity

We apply the highest ethical standards in everything we do. We treat clients, our people, partners and suppliers fairly and with respect.

## Collaboration



We work closely and openly together with clients, partners and suppliers at a local and global level to deliver safer and stronger results for all.



## Sustainability

We take a proactive approach towards our social responsibilities, mitigate the impact of our activities on our planet's environment and respond to the effects of climate change.

## Innovation



We create smarter and simpler solutions to meet the industry's needs. We combine technology, expertise, assets and partnerships to deliver projects in new ways.

# INTRODUCTION FROM KATE LYNE

At Subsea 7 our leadership is committed to providing our people with an inclusive and supportive workplace.



**Kate Lyne**  
Executive Vice President  
Human Resources

“The world is dynamic, and a truly inclusive approach to business is the catalyst for innovation and transformation.”

## **An employer of choice**

We create sustainable value by being an employer of choice, to successfully deliver the efficient offshore solutions the world needs. Our people are more than essential to our business operations, they are a key differentiator. This is why we are fully committed to enabling, supporting and training our people in a manner that benefits them, as well as our operations.

## **A unified view of progress**

The world is dynamic, and a truly inclusive approach to business is the catalyst for innovation and transformation. We are building a more inclusive business, to support the development of women, improve the rate of female recruitment, and positively influence the long-term pipeline of potential recruits through Science, Technology, Engineering and Mathematics (STEM) and education-based initiatives – please refer to pages 18 and 19 for examples. To us, inclusion is an active choice that we make each and every day to challenge historic boundaries in society and build a better Subsea 7.

Key areas for progress are the management and leadership of our business, because to us, inclusion means genuine representation.

Since becoming the second woman to join Subsea 7’s Executive Management Team last year, I’ve had the opportunity to offer different perspectives when strategic, operational and people decisions are being made. I’m pleased to say that Elisabeth Proust joined us as a Non-Executive Independent Director this year. Elisabeth brings an in-depth understanding of the correlation between diversity and increased competitive advantage, while acting as another role model to help shape the next generation of leaders at Subsea 7.

## **Our gender pay gap**

Although some progress has been made in certain important areas such as leadership engagement and recruitment actions, we still have work to do to address our gender pay gap.

## INTRODUCTION FROM KATE LYNE CONTINUED



**Kate Lyne**  
Executive Vice President  
Human Resources

Our largely male employee base is a reflection of the high percentage of engineering and technical roles in our company. We are working hard to change career perceptions to encourage more talented people of different ethnicity and social backgrounds to pursue a rewarding career in this sector.

Since our last UK report, we've pushed forward with a range of activities within our UK Diversity and Inclusion (D&I) Strategy. This strategy goes beyond gender, focusing on **Inclusive Culture, Talent Attraction and Talent Development**. Supporting this approach is a new Group Diversity and Inclusion Steering Committee, Chaired by a member of the Executive Management Team.

I am pleased with the progress we are making in the UK, yet recognise the importance of the work still to be done.

### Declaration

I confirm the information and data in this document is accurate and in line with mandatory requirements.

**Kate Lyne**

Executive Vice President  
Human Resources

# OUR GENDER PAY GAP



# OUR GENDER PAY GAP

All UK organisations employing 250 or more people are required to prepare an annual report on their gender pay gap. Employing approximately 1,300 people, Subsea 7 (UK Service Company) fits this criteria. 69% of these employees are men and 31% are women.

The gender pay gap does not measure equal pay, rather it is the difference in average pay between all men and women within a company. We provide equal pay to men and women in the same roles, and we closely monitor and review all recruitment and pay decisions we make against key policies including our Remuneration Policy and our Equal Opportunities and Diversity Policy.

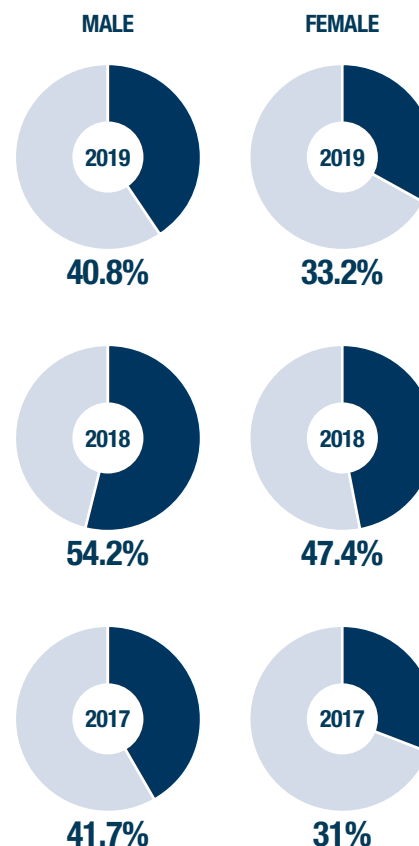
The mean and median hourly gender pay gap is for the snapshot date of 5 April 2019 and our bonus gap is for bonuses paid in the 12 months prior to 5 April 2019. The mean and median pay and bonus gap table, shows the percentage by which women’s average hourly pay and bonus pay differs compared to men and excludes our third-party and limited company population.

## MEAN AND MEDIAN PAY AND BONUS GAP

	Mean			Median		
	2017	2018	2019	2017	2018	2019
Gender Pay Gap*	39.4%	38.9%	<b>36.5%</b>	39.8%	38.6%	<b>37.0%</b>
Gender Bonus Gap	59.4%	67.6%	<b>65.3%</b>	91.1%	52.2%	<b>89.7%</b>

\*This relates to hourly pay as per Government requirements.

## PERCENTAGE RECEIVING BONUS PAY



The unequal distribution of men to women especially in senior roles, where bonus payments make up a large part of their remuneration, continues to influence the bonus pay gap.

Reviewing the figures across the last three years, the mean and median bonus gap fluctuations can be explained by the differing number of one-off lower value bonus payments awarded for recognition and long-service in 2018.

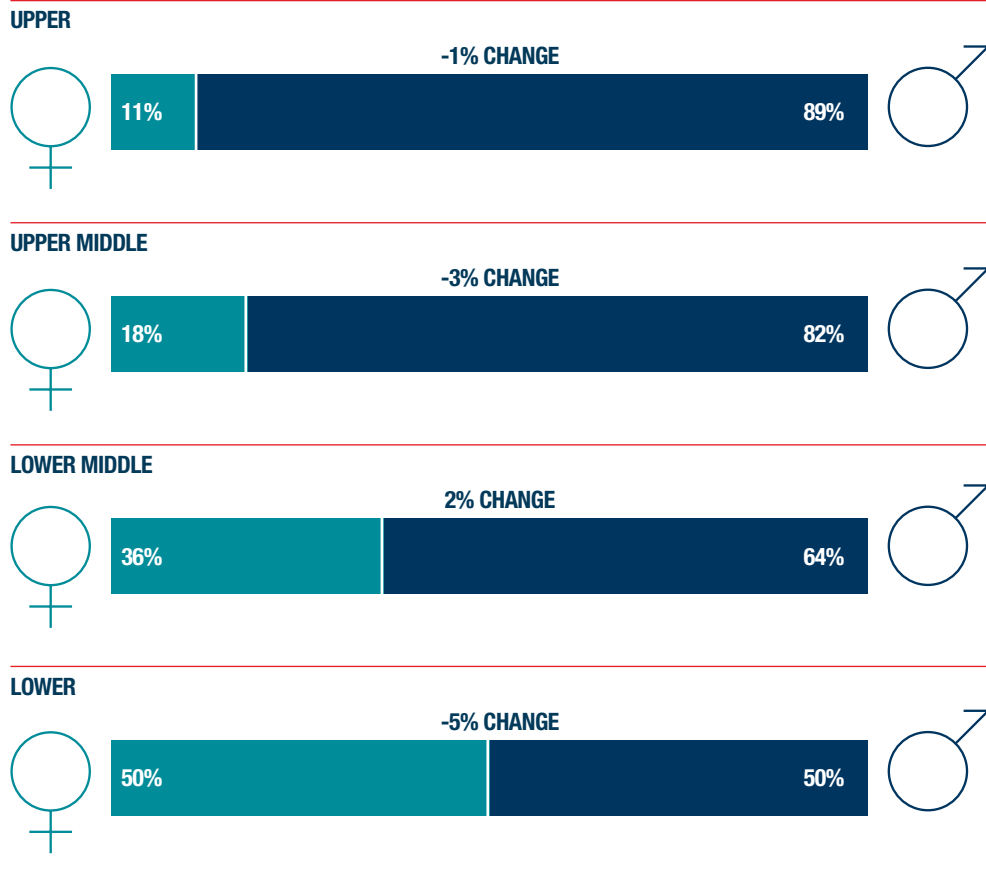
The cumulative pay out impact of the formal annual performance and share-based bonus plans to a largely male population, also cause an annual fluctuation in the bonus pay gap figures. Fluctuations are affected by the size of payments and the number that are awarded. This is an area we will continue to focus on, with the aim of increasing female representation across our business through development measures outlined in this report.



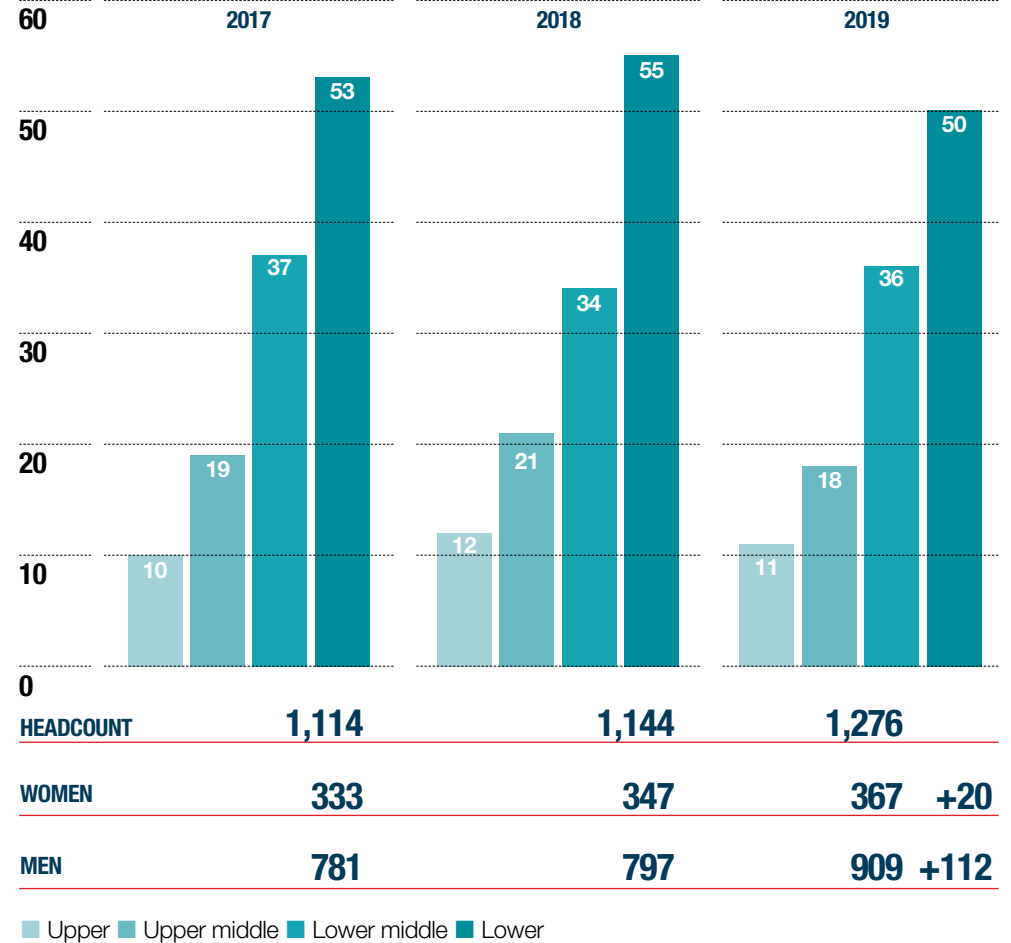
# OUR GENDER PAY GAP

## PERCENTAGE IN PAY QUARTILES

### THE GENDER DISTRIBUTION IN THE UK IN FOUR EQUAL SIZE QUARTILES



### PROPORTION OF WOMEN IN EACH PAY QUARTILE



# UNDERSTANDING THE GAP

## FEWER WOMEN IN ENGINEERING OR TECHNICAL DISCIPLINES AND LESS FEMALE LEADERS

We have an unequal distribution of men and women at every level of our UK business and overall, women represent just 31% of our UK workforce. This is not uncommon across engineering industries, however we are working together with our peers and educational organisations to do as much as possible to drive change. Historically, women are significantly under-represented in technical and STEM roles that tend to attract higher salaries. By increasing opportunities for diversity in STEM roles today, the long-term outcome will be the change we genuinely want to see at Subsea 7, but we acknowledge that this shift will take time. Progress is being made and 2019 is the third year that we have reported a reduction in our average (mean) gender pay gap.

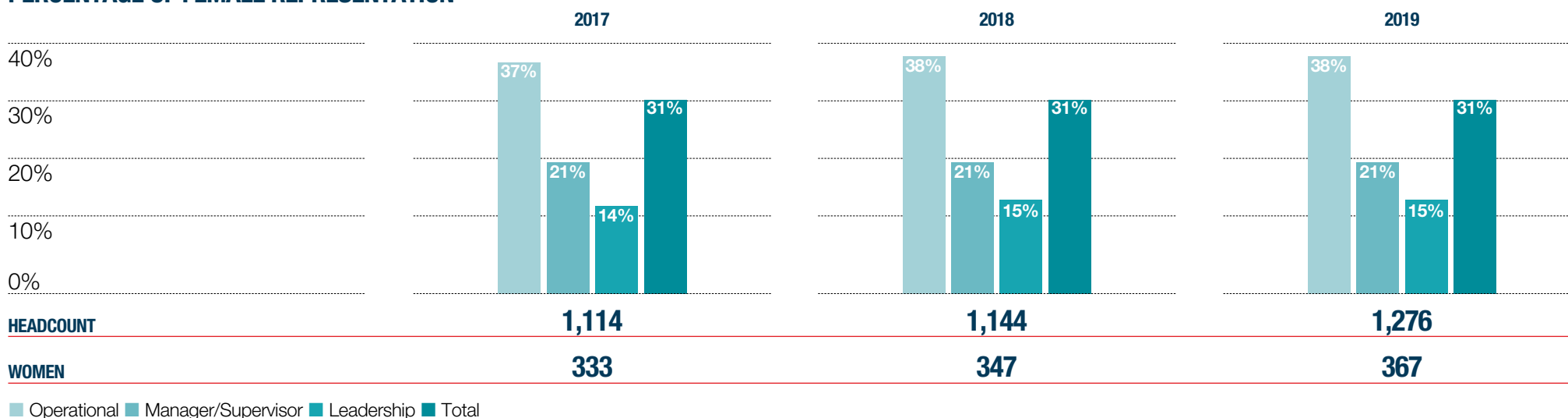
### ADDRESSING CHALLENGES

A legacy challenge we are addressing at Subsea 7, is that the bulk of our experienced senior employees have been men. As a key part of our D&I Strategy, we are committed to recruiting and developing more women into

highly technical and rewarding management roles. Other focus areas of our D&I Strategy include further promotion of our extensive flexible working arrangements (open to both men and women) to support our people's work-life priorities. We believe that additional flexibility will be a genuine help to our people at times when increased life demands, career challenges or progression opportunities occur.

We will continue to support women throughout our business to progress their careers. Employee feedback has told us that more women feel encouraged to progress when they see role models in leadership roles. As mentioned in Kate Lyne's introduction, 2019 saw an increase in our leadership diversity with the promotion of a second woman to the Executive Management Team. Kate Lyne became our Executive Vice President Human Resources, joining Belgium national Nathalie Louys, who is our General Counsel. We also welcomed to our Board of Directors, French national Elisabeth Proust as an Independent Director.

### PERCENTAGE OF FEMALE REPRESENTATION





# TAKING ACTION

# TAKING ACTION

As an employer of choice, we are passionate about working with our people to realise business growth through inclusivity and diversity. To ensure that our people feel we have a truly inclusive environment for every stage of their career life-cycle, we will continue to focus on and monitor inclusive culture, talent attraction and talent development activities. The more diverse we are, the more innovative, productive and competitive we will be both now and in the future.

TALENT  
ATTRACTION



TALENT  
DEVELOPMENT



INCLUSIVE  
CULTURE

# BEING 7

# FOCUSING ON AN INCLUSIVE CULTURE

EMBRACING DIVERSITY TO HELP PEOPLE THRIVE



## INCLUSIVE CULTURE

## BEING 7: FOCUSING ON AN INCLUSIVE CULTURE

### LEADERSHIP AND MANAGEMENT ENGAGEMENT

The UK D&I Steering Group of eight senior managers reviews progress in driving our UK diversity agenda.

All members of the Steering Group actively promoted the D&I aims at their employee engagement activities, for example at team briefs and town hall presentations. They also represent Subsea 7 at industry D&I events.

### LEADERSHIP REPRESENTATION AT INDUSTRY D&I EVENTS

At Offshore Europe 2019, representatives from our Steering Group and network teamed up to attend an industry-led diversity and inclusion lunch, hosted by Aberdeen X-Industry Support Network (AXIS) – a non-profit members' network, focused on increasing gender balance in the Aberdeen Energy Industry. Also hosting the event were the Oil & Gas Technology Centre, Oil & Gas UK and POWERful Women.

### AXIS NETWORK

Collaborating with our local clients, contractors and community is a vital part of changing perceptions and supporting the growth of a female talent pipeline. With this aim in mind, we have become an AXIS network member and are helping to foster an inclusive working culture to ensure the local energy industry has a prosperous and sustainable future.



## BEING 7: FOCUSING ON AN INCLUSIVE CULTURE

### UK D&I EMPLOYEE-LED NETWORK

We have 20 people in our network across our UK business. Together, they continue to champion inclusion by identifying challenges, finding recommendations and driving actions.

During our annual global learning event, The Festival of Learning, our network co-hosted an awareness event with AXIS, who focused on gender equality in the oil and gas industry.

Our network also delivered a cultural awareness webinar with external training provider, Babel.

### ENGINEERING DIVERSITY

HR and engineering managers from our D&I network have attended industry supported events such as The Institution of Engineering and Technology (IET) D&I Conference, in Glasgow, to take part in workshops that focus on developing and inspiring a diverse talent pipeline in male dominated industries. The event also focused on recruitment and retention strategies and D&I in business.

### UNCONSCIOUS BIAS

In 2019, 220 UK managers were invited to participate in unconscious bias awareness workshops. At the workshop participants looked closely at how bias potentially impacts everyday life and took part in thought provoking tests designed to show bias and the science behind it.



## BEING 7: FOCUSING ON AN INCLUSIVE CULTURE



### **'ONBOARD WITH GENDER EQUALITY' AWARENESS OF WOMEN IN OUR OFFSHORE BUSINESS**

With our offshore population being predominately male, we felt passionate about raising levels of awareness for the women working offshore. On International Day of the Seafarer, we focused on gender equality, with a strong emphasis on the importance and value of women offshore. Our messaging echoed the campaign by the International Maritime Organization, by using #IamOnBoard.

### **CELEBRATING GENDER INCLUSIVITY IN SUBSEA 7'S GLOBAL RECOGNITION YEARBOOK AND INTERNATIONAL WOMEN'S DAY (IWD)**

At Subsea 7, we believe achievements should be recognised for the difference they make, and each year we celebrate these by featuring teams and individuals in an internal digital publication. This publication also mentions IWD, during which Subsea 7 has its own campaign to showcase the many inspirational women from across our business.

### **MENTAL HEALTH AWARENESS WEEK**

Subsea 7 recognises that poor mental health and stress can have a profound effect on our employee's home and work life. By having a dedicated week to focus on mental health, we helped to remove the stigma associated with the illness and raise awareness of the support we have available for our people. The campaign ran in parallel with mental health first aider training – of which we now have over 200 in the UK.

The week also promoted our Employee Assistance Programme (EAP), a confidential and free service which provides access to professional consultants and advice on a wide range of personal and work-related matters. This service is available to all employees and their families.



BEING 7

# BUILDING A DIVERSE PIPELINE OF TALENT BASED ON CAPABILITY

OFFERING A POSITIVE CAREER CHOICE FOR WOMEN



TALENT ATTRACTION

## BEING 7: BUILDING A DIVERSE PIPELINE OF TALENT BASED ON CAPABILITY

### GENDER NEUTRALISING SOFTWARE FOR RECRUITMENT ADVERTISING

One key action to come out of our UK 2018 D&I audit which included employee focus groups, was the desire to implement an online gender neutral recruitment system. This has now been in place for over a year and was accompanied with training for hiring managers.

### DIVERSITY IN OUR INDUSTRY

Alongside gender neutral recruitment messaging, we understand that working closely with our industry peers to share lessons learned is a powerful way to bring about positive change – especially in terms of attracting more women to our industry. We've started that process by attending events to share ideas.

Networking is a vital part of building inclusivity in our industry. To bring our voice and ideas to the table, we attended a number of events such as Equate Career Enhancement workshops, Women in Engineering, IET Engineering D&I and the Society of Petroleum Engineering (SPE) Women In Energy event at Offshore Europe.

### UK FEMALE GRADUATE INTAKE

Our female graduate intake is steadily growing, with nine women and 14 men joining our UK business in 2019 compared to six women and 25 men in 2018. There is still room for improvement before we reach 50/50 gender representation, and this remains a key focus area for us.

We do not advocate positive discrimination, instead we ensure every appointment is awarded on merit alone following an inclusive recruitment process.

### INSPIRING GIRLS INTO STEM CAREERS

A Women in Engineering STEM day was held in our Sutton office for year 9 (ages 13-14) pupils. 34 girls and their teachers from three local schools attended the well-received event led by a female senior engineer from our Global Projects Centre. The purpose of the day was to raise awareness of career opportunities in Subsea 7, and introduce the different career paths available, and promote our Sutton internship and work placement programmes.



## BEING 7: BUILDING A DIVERSE PIPELINE OF TALENT BASED ON CAPABILITY

### TECHFEST, ABERDEEN'S ANNUAL FESTIVAL OF SCIENCE, TECHNOLOGY, ENGINEERING AND MATHEMATICS (STEM)

2019 marked the fifth consecutive year we've taken part in Techfest with a workshop 'K'Nex Under the Sea with Subsea 7' as part of a five-day programme, devoted to local primary schools and early years, that offers pupils the opportunity to interact with STEM.

These workshops are also open to the public during the Activity Weekend to discover the unique challenges of exploring the subsea world whilst learning how people dive and work under the sea.

### SUBSEA 7 HOST SUBSEA UK STEM CHALLENGE NATIONAL FINAL IN ABERDEEN

We are passionate about hosting STEM events, because we want to get children and young adults interested and excited about engineering. As hosts of the Subsea UK event for boys and girls aged 13 and 14 years old who are already taking STEM subjects, our aim was to encourage young people to consider a career in the energy sector. Regional heat winners from across the UK came to our Aberdeen office to design, project engineer and build an ROV that would be able to retrieve plastic barrels from the sea. They also experienced our Virtual Reality facilities at our in-house Ideas Lab.

### SCHOOL ENGAGEMENT

We recognise the importance of having an active role in the development of gender diversity and engineering enterprise in education.

Subsea 7 has an extensive programme of STEM engagement throughout its UK business that continues to grow year-on-year. During 2018/2019 we had a programme of activities including engineering challenges, participation in school career fairs, parent education sessions and event sponsorship at 12 primary and 12 secondary schools in Aberdeen, Glasgow and Sutton, London. In the UK we have 52 qualified STEM Ambassadors and a further eight awaiting training. Our ambassador volunteers also have an active involvement in a number of STEM programmes, including Women in Engineering, Subsea UK STEM challenge, Engineering Development Trust Scotland, Developing Young Workforce (DYW) North East and Greenpower Goblin Racing.

i-Tech 7, Subsea 7's Life of Field business unit, has committed to supporting Lochside Academy, a local secondary school in Aberdeen, through pupil development to help them prepare for working life. This will encompass a summer internship programme, annual awards sponsorship and mentoring while competing in the Marine Advanced Technology Education (MATE) ROV competition. i-Tech 7 has also supported another Aberdeen school, Tullos, in the VEX IQ Robotics Challenge.



## BEING 7: BUILDING A DIVERSE PIPELINE OF TALENT BASED ON CAPABILITY

### EQUATE SCOTLAND EVENT AT THE UNIVERSITY OF STRATHCLYDE

We have sponsored and given a presentation at a 'Careers in STEM' networking evening organised by University of Strathclyde as part of Equate Scotland. Equate Scotland aims to make a positive difference for women in science, engineering and technology environments. 35 female engineering students were given an insight into the scale and scope of engineering Subsea 7 undertakes around the world and the variety of career opportunities in the subsea sector.

### UNIVERSITY ENGAGEMENT PROGRAMME

As part of our long-term strategy to inspire and attract female talent, Subsea 7 has a strong relationship with eight universities in the UK. This engagement helps to create a better understanding of the life and career opportunities available in the energy sector. These roadshows proactively target students from universities with engineering courses to help dispel deep-rooted misconceptions of our industry and technical roles (often seen as for men only) to showcase the intern opportunities and graduate programme open to both genders. These visits go hand in hand with our other STEM activities and help us move closer towards increased female representation in our future business, and industry. This successful programme reaches over 700 students each year and in 2019 led to over 500 applications to our 2020 Graduate Engineering Development Programme (GEDS).



# BEING 7

# AN AGILE AND FAMILY-FRIENDLY APPROACH TO CAREER PROGRESSION

SUPPORTING LIFE AND CAREER PRIORITIES



## TALENT DEVELOPMENT

## BEING 7: AN AGILE AND FAMILY-FRIENDLY APPROACH TO CAREER PROGRESSION

### FAIR ACCESS TO TECHNICAL AND DIVERSE CAREER TRAINING AND OPPORTUNITIES

Academy 7 is our extensive collection of digital learning materials that cover the full range of development needs, over four criteria: operational, commercial, management skills and personal development. A digital newsletter is also regularly circulated to showcase the resources available.

In 2019 we introduced a global online learning tool called Horizon which brings together learning resources, performance management (Compass), career management and recruitment into one place, making it easier to manage personal career development goals.

### AGILE FLEXIBLE WORKING FOR MEN AND WOMEN

We have reviewed our flexible working policies and simplified and highlighted the options available to our people. We want our people to know that we support their work-life balance needs. Additionally, managers are receiving guidance on exploring the options available and an updated UK Flexible & Agile Working policy was rolled out this year.

We have also reviewed and enhanced our maternity and paternity leave benefits to further support the demands of parenting for both genders.

### GROWING DIVERSITY IN OUR PROJECT MANAGEMENT FUNCTION

Typically, project management is dominated by men, even though we see a high potential for women to be successful in this field. We are working with talented women in our business and supporting their development through self-learning and then by applying for internal regional initiatives, such as Aberdeen's Associate Project Management (APM) programme to advance their careers. From over 50 UK applicants, our last intake of seven APIMs in Aberdeen included two women.



## BEING 7: AN AGILE AND FAMILY-FRIENDLY APPROACH TO CAREER PROGRESSION

### STRONG COMMITMENT IN DELIVERING INNOVATIVE AND COHESIVE LEARNING OPPORTUNITIES

As part of our commitment to remain an employer of choice, we have improved our learning and development offering with the introduction of an informal and modern UK-wide annual 'Festival of Learning' for onshore employees, which takes place in October.

It has been developed following direct feedback from our Employee Opinion Survey relating to enablement and has a direct link with our business objectives.

In total there were over 1,000 registrations for more than 50 festival events in 2019.

These offered our people a fun way to become immersed in a diverse range of subjects to suit all career/life interests. Events included the introduction of Subsea 7's new digital learning tool – Horizon; a chance to take part in presentations and workshops from 15 external providers; eight global webinars; three offsite visits; virtual reality and technology showcases; business critical town hall presentations; sustainability sessions; a digital session; charity fundraising and career stories shared by colleagues.

Diversity and inclusion matters were also an essential part of the programme, with the D&I Network attending two external industry events, while also leading an internal cultural awareness webinar and disability awareness 'lunch and learn' session. Health and wellbeing seminars, as well as mental health and first aid classes were also available.



## BEING 7: AN AGILE AND FAMILY-FRIENDLY APPROACH TO CAREER PROGRESSION



### **SUBSEA 7 RETURNER PROGRAMME**

In 2019, our Offshore Resources business unit ran a Woman Returner pilot programme to gather lessons learned for a UK-wide programme. This pilot led to the successful appointment of a female mechanical engineer. Further development of the pilot is currently underway with the aim to introduce the UK version in 2020.

### **UK FEMALE DEVELOPMENT PROGRAMME – LAUNCHED IN 2020**

We have a well-established range of learning and development tools open to all. Looking specifically at how improved diversity and gender balance can improve our culture and commercial success, in 2020 we launched a self-driven online development programme to support women. The programme helps users to plan how they may realise their full potential within their roles with positive, supportive and non-judgemental discussion that involves examining perspectives that women share or experience. The interest in the programme has been tremendous with over 100 women registering for the first group.

During 2020/2021 we intend to have at least nine groups undertake the six-month programme. It will be delivered by experts in female development training, bringing together a mixture of theoretical and practical exercises, tools and advice. Further details will be provided in our 2020 report.



# HEAR FROM OUR TALENTED WOMEN



“Subsea 7 has demonstrated that as an employer there are opportunities for doing the job you want. I believe this leads to a realisation of the value of what you do and its impact to your development as well as the company’s.”

**Jenny Kenny,**  
UK Field Development Manager

“Looking at diversity in this company it is easy to see the talented women and impact of their contributions in our engineering, business and technology teams. We have excellent role models to showcase the prospects for women into senior roles as well as develop the aspirations of the younger engineers. I am encouraged by the initiatives taken by Subsea 7 e.g. Female Development Programme to focus on providing support to their development plans.

I believe our culture and behaviour has allowed my development not only professionally but personally as well. I have been able to enjoy a diverse range of activities from doing a Case Study class at Strathclyde University to engaging with Equate Scotland to promote opportunities for women in engineering. My links to the Whitworth Society also bridges opportunities for female apprentices into pursuing opportunities to further their studies into engineering at any university. These are examples of how I want to showcase doing your ‘day job’ but there is so much more to enhance your development by helping others realise their potential to want to enter and stay within the engineering field.”

# HEAR FROM OUR TALENTED WOMEN



“The culture awakening I have experienced here has been endlessly helpful.”

**Catriona Newman**  
Skill Pool Accountant, i-Tech 7

“I first joined Subsea 7 on my 23rd birthday as a Travel & Expenses Associate having never previously worked in such a big company.

From the moment I stepped through reception and was given my induction I was transformed into a whole new person. I have been exposed to a huge array of personalities, ethnicities and challenges while working here teaching me to be open and positive to new experiences. The culture awakening I have experienced here has been endlessly helpful both in life and at home.

From that day to now I have transitioned through six different roles within the company which is testament to the career opportunities that have been made available to me by Subsea 7, and crucially, the recognition for hard work, effort and loyalty.

After the birth of my child Subsea 7 were extremely helpful allowing me to work consolidated hours to ensure that I maintained a work-life balance that allowed me to be both a mummy and a strongly career driven woman.”

# HEAR FROM OUR TALENTED WOMEN



“I believe Subsea 7 will provide a bright future for women in engineering”

**Tiffany Brown**  
Production Engineer

“I moved to Aberdeen to join Subsea 7 as a graduate project engineer on the Graduate Engineering Development Scheme (GEDS). Since then I have been given multiple opportunities to grow engineering skills and confidence. I have spent many weeks offshore, visited various sites, dealt with a number of clients and have taken part in global graduate events.

As I progressed into a level 1 engineer, I was given the chance to transfer closer to home at Subsea 7’s Pipeline Production Group in Glasgow. Now I can focus on my job with the support of my friends and family in the comfort of my own hometown. I am thankful for Subsea 7 making my personal wishes a reality. I believe Subsea 7 will provide a bright future for women in engineering due to their flexibility, focus on diversity and company values.”

# HEAR FROM OUR TALENTED WOMEN



“No matter what the next stage of my career development is, I know that there will be opportunities for me”

**Amy Colley-Davies**  
Deputy Shift Supervisor

“I started on the Graduate Engineering Development Scheme in 2012, and had my first trip offshore the year after. I knew after that trip that I wanted to work offshore rather than in the office, and I spent the next few years looking for opportunities that would allow me to gain enough experience to progress within the offshore environment. After spending time as Field Engineer, I’m now a part of the Deputy Shift Supervisor Programme within the Flexible Lay Fleet (permanently based offshore). I think the career / life balance working offshore is great – I do spend a lot of time away from home, but it makes me really appreciate and make the most of the time I do get when I’m not working.

Over the years, I’ve always felt my ambitions have been fully supported by both my line managers onshore and the Offshore Management Teams, and I think their guidance has helped me get to where I am today. I was the only woman to be taken on in the Deputy Shift Supervisor Role. For me it’s important to make other women within the company aware of progression opportunities that are available, no matter what your long-term goals. No matter what the next stage of my career development is, I know that there will be opportunities for me.”

# HEAR FROM OUR TALENTED WOMEN



“There is the right balance of friendliness and competitiveness, which allows you to constantly learn and grow”

**Sharon Murphy**  
Project Accountant

“I recently celebrated my 10-year anniversary at Subsea 7, since joining as a Cost Centre Accountant. I am now a Project Cost Controller, which is challenging and extremely busy, but I really enjoy the flexible, empowering work culture here. Everyone cares about each other’s personal and career growth. And there is the right balance of friendliness and competitiveness, which allows you to constantly learn and grow.

I am a full-time working mum and as my son has grown-up the flexible working options have allowed me to give my all, while still supporting my family. The support, experience and training I’ve gained in my role have allowed me to develop and excel and this has been recognised by the company. I’m proud to have been awarded a Subsea 7 SMART award and The Scott Buchanan Memorial Award. Now as my son is in high school, I want to develop further and have joined Subsea 7’s Female Development Programme and am on workplace committees. I’m eager to see what other new value-producing opportunities will be available in 2020.”

# HEAR FROM OUR TALENTED WOMEN



“If you are a female who has contemplated working in the industry but worry about not being treated as equal, don’t be”

**Helen McLellan**  
Business Manager

“My Dad served 22 years in the Armed Forces, with numerous moves developing my ability to quickly adapt to new situations. My parents instilled in me a sense of self-belief and confidence to be comfortable being uncomfortable and when the opportunity to transfer into the oil and gas Industry came along, I seized it. Fast forward 14 years and I’ve held positions of increasing responsibility spanning across ROV Drill Support, Inspection Repair & Maintenance, Vessel Management and Global Installation Management, culminating in my current position of UK & Canada Business Manager.

If you are a female who has contemplated working in the industry but worry about not being treated as equal, don’t be. The reason these roles are dominated by males is that females simply aren’t applying and we need to make a concerted effort to encourage women and change mindset. Search for and connect with inspiring people, family, friends, men and women. Success is never an accident and if you have the determination to be resolute in all that you do and clear on what’s important, anything is possible.”

# HEAR FROM OUR TALENTED WOMEN



“I think it is fantastic to see the ‘empowering women’ presentations Subsea 7 has especially for the graduates and school leavers”

**Bevin Gunn-Florence**  
Crane & Lifting Technical Superintendent

“I have never felt I have been treated differently due to my gender or even differently from the teams I have worked in. I joined Subsea 7 seven years ago as a project engineer supporting platforms and FPSOs. I joined as an equipment superintendent and found there were many opportunities to visit our vessels to get exposure to their equipment. I found my colleagues and the management team very supportive.

Now I have returned to my first love of cranes, supporting the vessels and the dive fleet which I really enjoy. I think it is fantastic to see the ‘empowering women’ presentations Subsea 7 has especially for the graduates and school leavers who are joining as I cannot remember anything like that when I graduated.”

To provide further insight of working at Subsea 7, we have included quotes from employees who were in our UK offices as of 5 April 2019 in this report, but not employed by Subsea 7 UK Service Company.

